

MPG 1130.1

BASELINE

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MARSHALL PROCEDURES AND GUIDELINES

CD01

MSFC IMPLEMENTATION PLANNING PROCESS

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DOCUMENT HISTORY LOG

Status (Baseline/ Revision/ Canceled)	Document Revision	Effective Date	Description
Baseline		3/27/00	This document details the process for developing the annual Implementation Plan at the MSFC.

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PREFACE

P.1 PURPOSE

This Marshall Procedures and Guidelines (MPG) formulates a Centerwide process for developing the annual Center Implementation Plan consistent with Agency directives and guidelines.

P.2 APPLICABILITY

This MPG defines the process to be used in developing the Center implementation plan document which establishes the Marshall Space Flight Center (MSFC) goals, objectives, and metrics required to enable mission success in implementing the Agency's and Enterprise's strategic thrust.

P.3 AUTHORITY

MPD 1280.1, "Marshall Management Manual"

P.4 APPLICABLE DOCUMENTS

- a. NPD 1000.1, "NASA Strategic Plan"
- b. NPG 1000.2, "NASA Strategic Management Handbook"
- c. NASA Enterprise Strategic Plans [including the current versions of the Earth Science (ES), Space Science (SS), Aero-Space (AS), and the Human Exploration and Development of Space (HEDS) Enterprise plans]
- d. "NASA Performance Plan"

P.5 REFERENCES

- a. "National Aeronautics and Space Act of 1958," as amended, and related legislation including the "Commercial Space Act of 1998"
- b. "National Space Transportation Policy"
- c. "National Space Policy"
- d. "Government Performance and Results Act of 1993"

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P.6 CANCELLATION

None

Original Signed by
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A. G. Stephenson
Director

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DOCUMENT CONTENT

1. DEFINITIONS

1.1 Annual Report. Document that describes the level of performance achieved as compared to goal and metric targets. At MSFC, it is delineated in the form of an annual report.

1.2 Government Performance and Results Act (GPRA) of 1993. Requires Federal agencies to develop strategic plans, prepare annual plans setting performance goals, and report annually on actual program performance.

1.3 MSFC Implementation Plan. Center document that delineates the short-term (annual) goals, objectives, and metrics of MSFC in accordance with NASA Headquarters strategic guidance.

1.4 MSFC Senior Management. MSFC Senior Staff responsible for program direction and execution.

1.5 NASA Enterprise Strategic Plans. Defines the four unique Enterprise (HEDS, ES, SS, and AS) goals, objectives, and strategies that address the requirements of their respective primary external customers.

1.6 NASA Performance Plan. Defines the annual performance criteria for the Agency consistent with NASA and Enterprise strategic thrust.

1.7 NASA Strategic Plan. Defines the Agency's vision and mission, and provides the fundamental questions of science and research that explain the reason for why we exist and the foundation of our goals.

2. RESPONSIBILITIES

2.1 Directorates and Staff Offices are responsible for the generation of data to support the implementation planning activity. They are also responsible for the execution of programs/projects in accordance with NASA and MSFC guidance and for the associated performance monitoring.

2.2 The Internal Relations and Communications Department (IRCD) is responsible for facilitation and coordination of the various Directorate inputs into the Centerwide Implementation Plan. The IRCD will also provide Center personnel with updated strategic guidance as appropriate.

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2.3 MSFC Senior Management will review and approve Center strategic related documents including the MSFC Implementation Plan. The IRCD will distribute documents Centerwide for review and comment. Any resultant issues will be worked through the IRCD to the appropriate Directorate or Staff Office for compliance.

3. PROCEDURE

NASA's Strategic Management Handbook describes the strategic management process in three steps: Strategic Planning, Performance and Implementation Planning, and Performance Evaluation. Recognizing the Center's role and the need to align Marshall activities with the overall strategic thrust of the Agency, Marshall implements strategic planning through Implementation Planning, Execution, and Performance Evaluation. Program/Project management execution shall be accomplished in accordance with MPG 7120.1, "Program/Project Planning," MWI 7120.4, "Documentation Preparation, Programs/Projects," and NPG 7120.5, "Program and Project Management Processes and Requirements," and any other directives established to govern the execution of MSFC Programs/Projects. Performance evaluation will be accomplished in accordance with MPG 1130.2, "MSFC Annual Report Process." The remainder of this document details the MSFC Implementation Process.

3.1 Implementation Planning. The IRCD will initiate the annual process upon receipt of annual Agency Performance Plan guidance with a request to Directorate and Staff Office management for representatives to serve on the Implementation Planning Team. Directorates and Staff Offices are required to submit names of their representatives within 10 days of the request. Team members will serve as the IRCD interface with the Directorates and Staff Offices in the generation and approval of data for the plan.

3.1.1 Strategic Direction Analysis. As a minimum, before implementation decisions are made, each Directorate and Staff Office must review Agency strategic guidance as follows.

3.1.1.1 NASA Strategic Plan. The NASA Strategic Plan (and all updates) must be reviewed at the start of the Implementation activity to ensure all project activity is aligned to accomplish the strategies and objectives outlined by the Agency.

3.1.1.2 NASA Enterprise Strategic Plans. Center staff must review all Enterprise Strategic Plans (Human Exploration and Development of Space Enterprise, Earth Science Enterprise, Space

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Science Enterprise, and the AeroSpace Enterprise) to ensure Enterprise objectives are addressed in the ensuing Center Implementation Plan.

3.1.1.3 NASA Performance Plan. The Agency's fiscal year performance plan must be reviewed and analyzed to make certain all short-term Agency objectives and metrics (which relate to MSFC) are included in resultant implementation documents.

3.1.2 Scenario Analysis. Using a set of guiding principles, Directorates should perform a scenario analysis, or a "what if" analysis, to determine the best possible avenues to align the Center with Agency directives and anticipate future interim adjustments in Agency guidance. Guiding principles (as appropriate) include, but are not limited to: a budget reduction, an increased budget, anticipated new work development approval, failure of a critical success factor, partnering opportunities which do not materialize, inability to complete prior year metrics as stated, etc.

3.1.3 Implementation Decisions. Directorates can now develop project strategies and action plans (including performance metrics and targets) to accomplish stated goals and objectives. Projects must be aligned and resources adjusted to match directorate responsibilities. Directorates should focus on required internal investments, skills restructuring, partnering and outsourcing plans, new business development opportunities, and management and organizational changes required.

3.1.3.1 Metric Development. In metrics and performance indicator development, the first step is to identify the need for a metric and select the strategic objective or process it supports. Once the metric is identified, determine the desired customer outcome and area to measure (i.e., percent accuracy, cost, number of errors, time, etc.). If the data is not currently available to measure, a source and method to collect the data must be established. Once the data is collected (for the baseline), determine the type of analysis and construct an appropriate metric and target level for performance. Target levels can be generated through a comparison to best in class performance, market research, customer input, historical data, or other appropriate methods. The metric should then be incorporated into the resultant implementation document after approval of the staff of the generating organization.

3.1.4 Develop Center Implementation Plan. The various Directorate and Staff Office implementation planning data will be compiled by the IRCD into a comprehensive Center Implementation

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Plan for submission to Center Senior Management for review and approval. Directorate and Staff Office inputs must be submitted 60 days prior to the start of the fiscal year (for which the plan represents) to allow sufficient time for draft preparation and the associated review and approval process. If the draft plan is rejected for any reason, the IRCD will work the issues through the appropriate Directorate or Staff Office to the satisfaction of Senior Management.

3.1.5 Implementation Plan Publication. The IRCD will coordinate with the graphics support contractor to ensure the final Implementation Plan document reflects the decisions of Senior Management and is representative of MSFC's role in the strategic thrust of the Agency.

3.1.6 Distribution. Upon completion of the publication process, the document will be placed on-line (on the MSFC Homepage and Inside Marshall web sites) and a print order will be issued for hardcopies of the document. On-line posting of the plan will be accomplished prior to the start of the fiscal year for which the plan represents. When the order is received, the IRCD will ensure delivery to all MSFC civil service personnel, appropriate NASA Field Center and Headquarters personnel, and other interested parties.

4. RECORDS

The Annual Marshall Space Flight Center Implementation Plan is dispositioned in accordance with MPG 1440.2, "MSFC Records Management Program." This product will serve as the documented record of this MPG process and be maintained by the CD40 document custodian.

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5. FLOW DIAGRAM

